January 10, 2001

To: Department Directors

From: Rich Varn

Governor Vilsack has expressed his desire to make Iowa a digital state and achieve 100% E by 2003 for Iowa state government. To achieve this vision, he asked the Information Technology Department to develop a more systematic approach to migrating government services to an electronic environment. This includes providing services in many electronic formats, from the Internet and public kiosks to virtual private networks and telephones, as well as enhancing the quality of personally- delivered services.

Many of you are already in the process of making this digital transition and are utilizing available technologies. Your foresight and dedication to providing the best service possible to your customers are to be applauded. With the 100% E initiative, we hope to help you leverage your efforts, achieve enterprise goals, and address unmet needs.

As requested by the Governor, my staff and I have developed a more systematic method of identifying, developing, and tracking projects for inclusion in Iowa's 100% E initiative. As part of this process, we are developing a project management database that will help organize ITD's efforts as we work with you to make the Governor's goals a reality.

Initially, this effort will be focused on gathering information from each of you and your IT management and program staff on the projects you would like to include in Iowa's digital government. Throughout this process we will be reporting back to you on information we gather and, where appropriate, we will be holding more detailed meetings with you and your staff. As we move forward with this effort, we will also share more detailed information on related activities such as the Enterprise Resource Planning project and IOWAccess.

Today, I would like to share with you our preliminary thoughts on how this effort should be carried out. Any input you have today would be greatly appreciated. We will incorporate your ideas into our plan.

We want to extend our thanks to Governor Vilsack for his vision and support for creating a Digital Iowa and we look forward to working with each department and the Governor on this effort. The following provides you more specific details on our draft plan to achieve 100% E by 2003.

100% E by 2003
Draft Process Summary

<u>Overall Project Management</u>

Project management services will by provided by ITD for each identified project. This will include the services of a designated ITD project manager for each major project and/or subject area. Each project manager will work closely with the department that is leading the project to:

- · define the project
- · assist in developing a project plan and database
- · identify a technology solution
- · monitor progress, and
- · identify and troubleshoot issues and barriers as needed

Existing 100% E projects will also be assigned an ITD project manager to assist in project development and implementation efforts.

A project leader will also be identified by each department to work with the ITD project manager in implementing the project.

As necessary, ITD staff will also work with departments to identify funding sources for the project.

ITD will keep all departments and other stakeholders and policy makers informed on 100% E efforts through a periodic E-newsletter. Updates on the overall status of 100% E project implementation, highlights of specific projects, and case examples will be included in the newsletter.

<u>Department Project Identification</u>
Surveys

- · **Department on-line survey.** Each department will be asked to fill out an on-line survey to identify potential projects suitable for digital migration. These may be completed by directors, IT managers, and/or program managers.
- · **State employee on-line survey.** State employees will be asked to share their ideas and thoughts on creating a digital government by completing an on-line survey.
- · **Citizen on-line survey.**   Recognizing the direct impact this effort will have on citizens, they will also be asked to provide input on the government services they would like to access electronically.
- · **Digitally disconnected focus groups and surveys**. Citizens who are not now using information technology will be surveyed to identify their interests in E government, barriers to their use of such systems, desired alternatives for

service delivery, and the incentives necessary to get them to take advantage of E-government service opportunities.

Project Management Database
ITD will establish a project management database and will track the departments that have completed the on-line survey to ensure that all departments have had an opportunity to respond. Once the department surveys have been completed, ITD will compile and analyze the results, prepare a memo summarizing the results, and report back to the department directors.

Projects will be selected for further development in consultation with Governor's Office staff, the Information Technology Council, and department directors. All projects will remain in the management database for further development and implementation. Should ITD not be able to provide a service required by a department, ITD staff will help by identifying individuals or organizations that can do the work. ITD will also provide procurement assistance when needed.

Department Project Definition
Follow-up Survey
Once the initial project review has been completed and priority projects have been identified, departments will be asked to further define the projects, including:

- Consumer wants/needs
- Business process documentation
- Project database details
- Preferred/likely technology solution
- ROI information gathering

To ensure that all departments understand the information that is being requested, ITD will schedule face-to-face meetings with department directors and their IT managers and program managers.

This information will again be compiled, analyzed, and reported to the department directors. Opportunities for collaboration and leveraging will be examined. Finally, available resources will be gauged to determine how many priority list items can be completed.

Project Proposal/Referral
Once projects have been selected, the ITD project manager will assist the department in finalizing a project implementation plan.

Project Implementation
After the department leading the project has approved the project plan, implementation will begin. Throughout the implementation period, the ITD project

manager will maintain the project database and will prepare project appropriate reports and updates to ensure both ITD and the lead department are kept apprised of progress and alerted to any problems that arise.

Project Completion

Once the project has been completed, the ITD project manager will:

- Review project objectives with department representatives
- Identify follow-up activities
- Secure project close-out from department representatives
- Solicit project evaluation and referral from department representatives
- Review sustainability issues

Business Process Overview

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Internal        ──────  Research  ──────  External
Surveys                                    Surveys
   │                        │                 │
   └──────────┐             ▼          ┌───────┘
              ▼                        ▼
Accountable   (performance measures)   Project        ◄──────  Executive
Government    - - - - - - - - - - - ►  Identification          Branch Input
              ROI, pooled technology        │
                                            ▼
Consumer/                              Project              Technology
Customer            ──────────────►    Definition   ◄──────  Solution
Needs/Wants                                 │
and Business                                ▼
Process/Policy
Review

Service                                Project              Cost Estimate
Providers, ITD,     ──────────────►    Proposal/Plan ◄──────  ROI
or Private                                  │
Provider                                    ▼

                                       Prioritization/
                                       Commitment
                                            │
                                            ▼
                                       Finalize Project
                                       Plan
                                            │
                                            ▼
                                       Project
                                       Implementation
                                            │
                                            ▼
                                       Project Completion,
                                       Evaluation, and
                                       Sustainability Plan
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